

JOINT PROGRAMME DOCUMENT

General Information

Version: 26 December 2024

Joint Programme title	UN Futures Lab Network Joint Programme																
Contacts	<table border="1"> <thead> <tr> <th data-bbox="447 415 611 443">Contact Type</th> <th data-bbox="611 415 1062 443">Name</th> <th data-bbox="1062 415 1682 443">e-mail</th> <th data-bbox="1682 415 2007 443">Position</th> </tr> </thead> <tbody> <tr> <td data-bbox="447 443 611 483">Focal point</td> <td data-bbox="611 443 1062 483">Ayaka Suzuki</td> <td data-bbox="1062 443 1682 483">[REDACTED]</td> <td data-bbox="1682 443 2007 483">Director, EOSG-SPMU</td> </tr> <tr> <td data-bbox="447 483 611 524">Focal point</td> <td data-bbox="611 483 1062 524">Niels Guenther</td> <td data-bbox="1062 483 1682 524">[REDACTED]</td> <td data-bbox="1682 483 2007 524">Senior Portfolio Manager</td> </tr> <tr> <td data-bbox="447 524 611 565">Focal point</td> <td data-bbox="611 524 1062 565">Chris Earney</td> <td data-bbox="1062 524 1682 565">[REDACTED]</td> <td data-bbox="1682 524 2007 565">Head of Futures Lab, UNOPS</td> </tr> </tbody> </table>	Contact Type	Name	e-mail	Position	Focal point	Ayaka Suzuki	[REDACTED]	Director, EOSG-SPMU	Focal point	Niels Guenther	[REDACTED]	Senior Portfolio Manager	Focal point	Chris Earney	[REDACTED]	Head of Futures Lab, UNOPS
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Description	<p>Rationale</p> <p>At a moment of increasingly complex and complicated sets of risks affecting our societies and a rapid pace of change that is fundamentally challenging our governance systems, the future of development and international assistance is at a critical inflection point. With ongoing global challenges such as inequality, climate change, and geopolitical shifts, the need for long-term and anticipatory strategies is critical. Futures thinking and strategic foresight offer innovative tools to create robust pathways for impactful interventions, while ensuring that activities have a tangible impact on people’s lives.</p> <p>The multilateral system is increasingly exploring the complexities of the future in order to be better prepared, more anticipatory, and more resilient. The recent UN Summit of the Future and Action Days, held between 20 and 23 September 2024 at United Nations Headquarters in New York, provided a watershed moment bringing world leaders together to forge a new international consensus – a Pact for the Future and its associated Annexes – on how we deliver a better present and safeguard the future.</p> <p>Within the United Nations, efforts have increased to incorporate futures thinking and foresight into the bloodstream of its own work. The UN Futures Lab is one such example. Established by the Executive Office of the Secretary-General (EOSG) in 2023 (per Our Common Agenda proposal), its objectives are to support the UN system and beyond to use futures thinking and strategic foresight in planning, policymaking and decision-making. The UN Futures Lab is driven by a Global Hub, currently staffed in New York, Geneva, and Nairobi, which builds on existing structures and initiatives through partnerships with UN entities and diverse multistakeholder actors (Governments, academia, civil society, the private sector, and philanthropic organizations) at global, regional, and national levels. The Global Hub advances strategic foresight and future-proofing initiatives related to pressing global development challenges, ensuring proactive planning and adaptation to emerging trends, such as migration, food security, education, peace and security, water, climate change, urban development, and inclusion.</p> <p>Expected Results and Beneficiaries</p> <p>The Futures Lab Global Hub ensures that foresight approaches are tailored to local and regional contexts but retain linkages with global perspectives and multilateral priorities. The Global Hub drives the UN Futures Lab network, overseeing strategic direction, facilitating coordination among stakeholders, and fostering innovation in strategic foresight across the UN system and its partner organizations. Spain’s contribution will enhance the Global Hub’s capacity to deliver strategic foresight expertise to UN partners and Member States, particularly in the context of innovative policy development for achieving the Sustainable Development Goals (SDGs). This support will be critical in strengthening foresight capabilities that drive effective and future-oriented policy decisions, ensuring that foresight activities directly benefit targeted countries and communities from the Global South. This approach will underscore the practical application of foresight, help partners bridging the implementation gap often found in foresight processes, as well as support a robust multi-stakeholder approach engaging different actors and stakeholders to ensure inclusive and participatory foresight.</p>																

Universal Markers	Gender Equality Marker		Risk	
	<ul style="list-style-type: none"> GEM 2 – Gender equality/ women’s empowerment as a significant objective 		<ul style="list-style-type: none"> Low risk 	
Specific Markers	N/A			
Geographical Scope	Global			
Participating Organizations	Participating Organizations <ul style="list-style-type: none"> Executive Office of the Secretary-General (Convening Agent) United Nations Office for Project Services 			
Joint Programme Cost	Participating Organization			Amount (in USD)
	Budget Requested (cumulative)			
	Executive Office of the Secretary-General			\$ 0
	United Nations Office for Project Services			\$ 1,877,529.00
	Total Budget Requested (cumulative)			\$ 1,877,529.00
	Other Sources (Parallel Funding)			
				\$ 0
Total (cumulative)			\$ 1,877,529.00	
Thematic Keywords	Foresight, Behavioural Science, Data, Innovation, Culture			
Programme Duration	Anticipated Start Date	1-Jan-2025		
	Duration (In months)	12		
	Anticipated End Date	31-Dec-2025		

Situation Analysis

Background and project relevance

At a moment of increasingly complex and complicated sets of risks affecting our societies and a rapid pace of change that is fundamentally challenging our governance systems, the future of development and international assistance is at a critical inflection point. With ongoing global challenges such as inequality, climate change, and geopolitical shifts, the need for long-term and anticipatory strategies is critical. Futures thinking and strategic foresight offer innovative tools to create robust pathways for impactful interventions, while ensuring that activities have a tangible impact on people's lives. From Singapore's Centre for Strategic Futures, used to design policies such as SkillsFuture to upscale people's employment opportunities, through to Finland's Anticipatory Welfare Policies, or examples within and across the UN System such as UNICEF Innocenti's Youth Foresight Fellowship, strategic foresight is a proven method to improve impacts for mission-driven organizations.

The multilateral system is increasingly exploring the complexities of the future in order to be better prepared, more anticipatory, and more resilient. The recent UN Summit of the Future and Action Days, held between 20 and 23 September 2024 at United Nations Headquarters in New York, provided a watershed moment bringing world leaders together to forge a new international consensus – a Pact for the Future and its associated Annexes – on how we deliver a better present and safeguard the future.

Within the United Nations system, efforts have increased to incorporate futures thinking and foresight into the bloodstream of its own work. The UN Futures Lab is one such example. Established by the Executive Office of the Secretary-General (EOSG) in 2023 (per Our Common Agenda proposal), its objectives are to support the UN system and beyond to use futures thinking and strategic foresight in planning, policymaking, and decision-making.

The UN Futures Lab is driven by a Global Hub, currently staffed in New York, Geneva, Helsinki, and Nairobi, which builds on existing structures and initiatives through partnerships with UN entities and diverse multistakeholder actors (Governments, academia, civil society, the private sector, and philanthropic organizations) at global, regional, and national levels. The Global Hub advances strategic foresight and future-proofing initiatives related to pressing global development challenges, ensuring proactive planning and adaptation to emerging trends, such as migration, food security, education, peace and security, water, climate change, urban development, and inclusion.

The Global Hub ensures that foresight approaches are tailored to local and regional contexts but retain linkages with global perspectives and multilateral priorities.

Goals

- Goal One: Provide capacity support to UN staff and partners to make foresight understood, accessible, and used.
- Goal Two: Support decision makers to broaden framings and visioning for planning and action, contributing to the use of foresight in the UN's policy, programming, and project interventions for those it serves.
- Goal Three: Advocate for the use of strategic foresight, futures thinking, and specific outputs to support an enabling environment for the work of the UN Futures Lab and its partners.
- Goal Four: Communicate effectively about the work of the UN Futures Lab and those it partners with both internally and externally.

The Futures Lab carries out the above Goals through several hubs, including in NYC, Geneva, Nairobi. The hubs serve the role of surfacing and developing regional innovations in the pursuit of futures thinking and strategic foresight.

The Futures Lab carries out the above Goals in creating catalyst projects that support the acceleration of SDG achievements, improving anticipation, and response to crises and decision making through hands-on direct support to decision makers, planners, and programmers.

The Futures Lab carries out the above Goals through its work in capacitating staff and providing tools and resources to UN staff and partners in the specific field of strategic foresight – one of the five capabilities of UN 2.0.

Gender Outcomes

The Futures Lab will mainstream gender equality and non-discrimination into its work.

The Global Hub will design, use, and incorporate checklists and screening tools that can be applied to all interventions requested of it in its work that the governance mechanisms can use to screen in or out interventions. All decision makers will be educated on the use and application of the checklist which will be elaborated as the Global Hub progresses its work. This can mean for example, that any training or capacity building opportunities will ensure equal opportunities to participate for all genders. The Global Hub will be gender equal in its personnel make up, including Staff Members, Consultants, and other contributors. The Global Hub will use gender considerations in all its management decision fora, building cross-cutting issues into not only the results of decision making but also in the decision-making processes themselves. The team makeup is currently 77% female.

Rationale and theory of change

Approach and Theory of Change

The Joint Programme is grounded in a clear and systematic theory of change that aims to strengthen capacity, enhance decision-making, and foster foresight-driven governance within the UN system and its partners. Below is an integrated outline of the project approach and the underlying theory of change, structured around its goals, activities, and intended outcomes.

Approach

The project employs a multi-faceted strategy to achieve its objectives, focusing on capacity building, knowledge creation, and advocacy:

Capacity Support: The initiative provides targeted support to UN staff and partners to integrate foresight into their strategic planning and decision-making processes. Activities under this component include producing foresight tools, updating the Strategic Foresight Guide, and managing expert rosters, training providers, and communities of practice.

Knowledge Creation: A robust framework ensures the aggregation, mapping, and dissemination of foresight activities, best practices, and tools. By deepening the understanding of critical uncertainties and decision-making processes, the project creates actionable insights and research streams to anticipate future needs.

Advocacy and Engagement: Through both internal and external advocacy efforts, the project aims to influence the behaviors and strategies of stakeholders, including civil society, Member States, and private sector entities. This is achieved via hosting events, managing communications, and fostering partnerships.

Strategic Integration: The initiative is closely aligned with the broader UN 2.0 portfolio, ensuring coherence and synergy across systems. Cross-entity collaboration mechanisms and the creation of an external advisory board further strengthen its impact.

Theory of Change

The theory of change outlines the causal pathways through which the project achieves its intended impact of foresight-driven global governance and increased resilience within the multilateral system.

Inputs

- The foundation of the project includes mobilized funds, strategic partnerships, and resource allocation. These inputs support a series of carefully designed activities.

Activities

- **Foresight Development:** Production of tools, strategic frameworks, and knowledge hubs to make foresight accessible and actionable.
- **Capacity Building:** Training programs and expert rosters ensure stakeholders are equipped to apply foresight methodologies.
- **Advocacy and Communication:** Hosting events, managing partnerships, and running targeted advocacy campaigns raise awareness and drive adoption of foresight practices.
- **Knowledge Management:** Aggregating best practices, creating research streams, and updating foresight guides to foster continuous learning.

Outputs

- Opportunities for stakeholders to engage with and apply foresight.
- Comprehensive mapping of foresight practices and tools.
- Enhanced understanding of critical uncertainties and decision-making processes.
- Research outputs that anticipate emerging challenges and support innovative programming.

Outcomes

- Improved capacity among UN staff and partners to understand and use foresight.
- Broader and more inclusive strategic framing for planning and interventions.
- Advocacy efforts creating an enabling environment for foresight-driven action.
- Effective communication of foresight practices internally and externally.

Impact

- A more resilient and adaptive multilateral system.
- Enhanced foresight-driven global governance that anticipates and addresses emerging challenges effectively.

Partner roles and responsibilities

The UN Futures Lab operates as a multi-stakeholder initiative, leveraging the strengths and expertise of different UN organizations and external partners to achieve transformative results. The division of labor is based on comparative advantages and the specialized mandates of each partner, ensuring synergy and efficiency. For example, when working with the following partners:

UN system partners

1. UNDP (Development & Governance):
 - Focus: Governance innovation, sustainable development strategies, and foresight training.
 - Added Value: Expertise in institutional strengthening and capacity building at national and local levels.
2. UNEP (Environmental Foresight):
 - Focus: Climate change adaptation, biodiversity, and nature-based solutions.
 - Added Value: Advanced environmental analytics and scenario planning for sustainable outcomes.
3. UNICEF (Children & Youth):
 - Focus: Education and child protection in future scenarios, including digital literacy and emerging risks.
 - Added Value: Field-tested solutions for the most vulnerable populations.
4. OCHA (Humanitarian Response):
 - Focus: Humanitarian assistance and coordination.
 - Added Value: Deep operational knowledge of humanitarian contexts.
5. FAO (Food Security & Agriculture):
 - Focus: Foresight for future food systems and climate-resilient agriculture.
 - Added Value: Expertise in global and local agricultural systems and food security.
6. UNECE (Economic Development & Standards):
 - Focus: Promoting regional development and integrating future standards for trade and technology.
 - Added Value: Specialized knowledge in international economic cooperation.

External Partners

1. Academic Institutions:
 - Role: Advanced foresight methodologies, horizon scanning, and scenario analysis.
 - Added Value: Cutting-edge research and access to multidisciplinary expertise.
2. Private Sector:
 - Role: Innovation in technology, data analysis, and funding support.
 - Added Value: Agility, scalability, and innovative tools for implementation.
3. Civil Society Organizations (CSOs):
 - Role: Community-level engagement, advocacy, and co-design of solutions.
 - Added Value: Grounded understanding of local needs and barriers.
4. Regional Organizations (e.g., AfDB, ASEAN):
 - Role: Facilitating regional foresight initiatives and integrating local perspectives.
 - Added Value: Regional integration and local relevance.

Complementarity with Other Development Partners and Programs

The UN Futures Lab's project strategy aligns with existing efforts through:

- Coordination and Alignment:
 - Synchronizing foresight activities with national and regional development plans (e.g., SDGs, Agenda 2030).
 - Ensuring complementarity with other UN initiatives, such as the UN Strategic Foresight Community of Practice.
- Avoiding Duplication: Mapping existing efforts by other development partners and identifying gaps where foresight can add unique value (e.g., underexplored risks or future opportunities).
- Leveraging Synergies: Complementing long-term planning frameworks of other actors, such as the World Bank's fragility assessments or the OECD's futures initiatives.
- Scaling Proven Models: Utilizing insights and scalable solutions from other programs, like anticipatory action in humanitarian contexts, to amplify impact.

Comparative Advantages and Added Value

- Holistic Approach: The Futures Lab integrates global, regional, and local foresight, ensuring a comprehensive perspective on challenges.
- Proactive Solutions: Focus on anticipatory governance to address challenges before they escalate.
- Collaborative Networks: Combines the comparative advantages of UN organizations with external expertise to create a unique value proposition.
- Innovation and Adaptation: Promotes innovative practices, such as scenario testing and emerging technology applications, that traditional approaches might overlook.
- By harmonizing the efforts of diverse partners, the UN Futures Lab not only addresses systemic problems but also ensures that interventions are forward-looking, inclusive, and sustainable.

Lessons

The project design incorporates key lessons from past programs to enhance effectiveness, sustainability, and inclusivity. Participatory approaches ensure the involvement of vulnerable populations, such as women and youth, through tools like community-driven scenario planning, promoting equity and representation. Alignment with human rights frameworks guarantees accountability and legitimacy, while capacity-building efforts empower local actors to co-design strategies, ensuring sustainability beyond the project timeline.

Addressing structural inequalities, such as gender and economic disparities, is integral, with gender-sensitive foresight approaches embedded in the design. Adaptive management practices allow the project to respond to emerging risks, while cross-sector collaboration with development, humanitarian, and human rights organizations ensures holistic and impactful results. Transparency and accountability mechanisms further build stakeholder trust and improve outcomes.

The project balances immediate needs with long-term goals by focusing on future preparedness and sustainability. Context-specific foresight methodologies tailor interventions to regional, cultural, and socio-economic dynamics, ensuring their relevance and effectiveness. These lessons collectively inform a robust, adaptable, and inclusive project strategy.

The project has consistently learned from existing mechanisms and foresight processes from across the UN System and attempted to provide updated, improved models through which to function. A prime example is the previous HLPF foresight network which was reworked in the the UN Strategic Foresight Community of Practice, now reaching around 2,250 people across the UN via active, participatory engagement, leading to practical outcomes for teams from across the UN. A second good example is the production of the UN's first UN Strategic Foresight Guide, a culmination of lessons learned from DCO's strategic foresight guide, as well as a range of other UN entities attempts to provide foresight guidance in the format of a guide. A third good example are the many cross-pillar partnerships that have led to more holistic, inclusive approaches in support of decision makers, such as support to UNEP's 2024 Foresight report, or support provided to UNDRR's Global Assessment of Risks (2025), both of which brought together multi-stakeholder groups to work on foresight knowledge, approaches, and outputs that are used by not only the UN System but a broader constituent outside of the UN.

Sustainability plan

All Futures Lab projects thus far build sustainability into their approaches primarily by carrying out capacity building as well as substantive support. This ensures that participants benefit from knowledge transfer and building of foresight knowledge, expertise and experience whilst applying the approaches directly to the process, decision point, or strategy formulation. Financial sustainability is attained through joint programming such that where possible financial resources, human resources, and relationships with donors and interested donors are shared throughout the project. The Futures Lab barely carries out any projects on its own without being in partnership with another UN entity, or external partners. Lessons learned are routinely documented and shared with not only direct partners but a broader community of practice, ensuring to the extent possible that institutional sustainability is built from the outset.

Steering and management arrangements

Joint Programme Steering Committee

The Steering Committee is the formal decision-making body of the joint programme. It will provide guidance, oversight, and strategic direction for the project.

A. Composition and Meeting Cadence

The Steering Committee will include an equal amount of members from both participating UN organizations: EOSG and UNOPS. EOSG will also serve as the Steering Committee Chair. The Steering Committee may also decide to invite representatives from donors, in an observer capacity, should that be a condition of funding. The Steering Committee will meet twice per year until the completion of the project and will communicate on a regular basis to review implementation of the workplan, review funding availability, and help resolve any roadblocks.

B. Roles and Responsibilities

The responsibilities of the Steering Committee are as follows:

- Provide strategic direction to the joint programme and to the Futures Lab Network
- Support fundraising and promote the Futures Lab Network among potential partners
- Approve key operational policies, guidelines and procedures
- Review performance evaluations of the Futures Lab Network
- Approve work plans and detailed funding allocation
- Approve the joint programme annual and final narrative reports.
- Approve revisions of the Joint Programme Document, including extensions.

C. Decision Making and Conflicts of Interest

The Steering Committee Chair will have the primary responsibility of driving the decision-making to consensus. In cases where consensus is not reached, each member of the Steering Committee, including the Chair, will have the right to cast one vote. In case of a vote, the Chair will apply the simple majority rule. Steering Committee members must declare any conflict of interest before discussion of relevant items or topics.

Joint Programme Implementing Team

The UN Futures Lab consists of a multidisciplinary team, operating on a project platform provided by UNOPS as implementing organization. The team works and coordinates with EOSG as well as the key partners of the Futures Lab Network on a daily basis, either on joint projects or on strategy alignment and realignment. The Head of the Futures Lab Global Hub participates in weekly meetings with EOSG.

The Structure of the team consists of a Global Hub including management, foresight expertise, communications, and operations specialists.

Fund Management Arrangements

This UN Joint Programme will follow the pass-through fund management modality according to the United Nations Sustainable Development Group (UNSDG) Guidelines on UN Joint Programming. As outlined, the UNDP MPTF Office, serves as the Administrative Agent (AA) for the Joint Programme, as set out in the JP Memorandum of Understanding (MoU). The Administrative Agent (AA) will perform the following functions:

- The AA will be responsible for financial/administrative management that includes: i) receiving donor contributions, ii) disbursing funds to Participating UN Organizations based on the Steering Committee decisions, and as instructed by the SC UN Chair, and iii) consolidating periodic financial reports and the final financial report. Accountable for effective and impartial fiduciary management.
- Establish a separate ledger account under its financial rules and regulations for the receipt and administration of the funds received from donor(s) pursuant to the Administrative Arrangement. This Joint Programme Account will be administered by the AA in accordance with the applicable rules, regulations directives and procedures, including those relating to interest;

The MPTF Office will charge an administrative agent fee of one per cent (1%) of each of the contributions made to the Joint Programme.

The Participating UN Organizations (PUNOs) will:

- Assume full programmatic and financial responsibility and accountability for the funds disbursed by the AA;
- Establish a separate ledger account for the receipt and administration of the funds disbursed to it by the AA.

Each UN organization is entitled to deduct 7% indirect costs on contributions received.

Participating UN organizations operate in accordance with their own regulations, rules, directives and procedures.

Monitoring, learning, and reporting

The project includes robust monitoring and evaluation mechanisms to track progress, measure impact, and adapt strategies as needed. This MEL framework aims to support adaptive learning, accountability, and evidence-based decision-making.

By combining targeted activities with a clear focus on capacity building, knowledge creation, and advocacy, the UN Futures Lab Joint Programme aims to embed foresight into decision-making processes, driving systemic transformation and sustainable global progress.

Monitoring

Regular collection of data on activities and outputs (*see details in results framework and indicators in separate section below below*) ensures accountability and timely adjustments.

Learning

Annual learning reports and knowledge dissemination efforts foster transparency, collaboration, and adaptive management. Learning and continuous improvement will be supported through the following mechanisms and processes:

1. Regular Reflection Sessions with Stakeholders: Hold periodic meetings to review progress, discuss monitoring data, and share lessons learned.
2. Knowledge-Sharing Platforms: Use digital platforms to document and disseminate lessons, best practices, and insights.
3. Data Review: Regular analysis of monitoring data to identify trends and gaps.
4. Feedback Loop: Use evaluation findings to refine strategies, tools, and engagement methods.
5. Stakeholder Engagement: Incorporate insights from partners and beneficiaries to ensure relevance and inclusivity.
6. Annual Learning Reports: highlighting successes, challenges, and recommendations.
7. Knowledge Dissemination: Share findings through reports, webinars, and events to foster transparency and collaboration.

Risks and Mitigation

A full list of risks, mitigation measures, and owners can be found below.

- Low Engagement Risk: Mitigate through targeted outreach and showcasing early wins.
- Resource Constraints: Prioritize scalable and cost-effective activities.
- Data Gaps: Use triangulation to validate information from multiple sources.

Reporting

Narrative Reporting

Reporting on the joint programme (JP) will be results-oriented, and evidence-based. Each Participating UN Organization will provide the Convening Agent with the following narrative reports prepared in accordance with instructions and templates developed by the UN Development Group (UNDG):

- Annual narrative progress reports, to be provided no later than three (3) months (31 March) after the end of the calendar year;
- Final narrative report, after the completion of the joint programme activities, to be provided no later than four (4) months after the end of the calendar year in which the operational closure of the activities of the joint programme occurs.

The Convening Agent will compile the narrative reports of all Participating UN Organizations and submit a consolidated report to the Administrative Agent (AA) by end of April.

Financial Reporting

Each Participating UN Organization will provide the Administrative Agent with:

- Annual financial report as of 31 December with respect to the funds disbursed to it from the Joint Programme Account, to be provided no later than four (4) months (30 April) after the end of the calendar year; and
- Certified final financial statements and final financial reports after the completion of the activities in the Joint Programme Document, including the final year of the activities in the Joint Programme Document, to be provided no later than five (5) months (31 May) after the end of the calendar year in which the financial closure of the activities in the Joint Programme Document occurs, or according to the time period specified in the financial regulations and rules of the Participating UN Organization, whichever is earlier.

The Multi-Partner Trust Fund office will be responsible for consolidating the financial reports and submitting them along with the consolidated narrative reports prepared by the convening agent to the donors, Steering Committee and Participating UN Organizations, in accordance with the timetable established in the MOU and SAA.

The Administrative Agent will also provide the donors, Steering Committee and Participating UN Organizations with certified annual and final financial statements/reports (“Source of Use of Funds” as defined by UNDG guidelines) on its activities as Administrative Agent, as specified in the MOU and SAA.

Monthly updates and mid-term reviews

	<p>Monthly Updates: Short summary of progress and key milestones (narrative only) will be provided to the Joint Programme Steering Committee on a monthly basis.</p> <p>Mid-term Review: Consolidated performance metrics and analysis (narrative and financial interim report) will be provided to the Joint Programme Steering Committee by end of July 2025.</p>
<p>Evaluation</p>	<p>MEL Objective</p> <p>Mid-term and end-term evaluations assess relevance, effectiveness, and efficiency, providing insights for continuous improvement.</p> <p><u>Key Evaluation Questions</u></p> <ul style="list-style-type: none"> • Are Futures Lab initiatives aligned with the needs of stakeholders (Member States, UN entities, civil society)? • To what extent are outputs (e.g., foresight tools and events) leading to behavior change or new policies? • How effectively are resources being utilized to achieve goals? <p><u>Timing</u></p> <ul style="list-style-type: none"> • Mid-term evaluation to adjust implementation. • End-term evaluation to assess overall impact. <p><u>Methods</u></p> <ul style="list-style-type: none"> • Mixed methods approach (quantitative metrics + qualitative case studies). o Stakeholder interviews and focus groups. • Comparative analysis (baseline vs. current state).

SDG Targets

Target	Description
Main Goals	
Goal 17	Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development
Target_17.16	17.16 Enhance the Global Partnership for Sustainable Development, complemented by multi-stakeholder partnerships that mobilize and share knowledge, expertise, technology and financial resources, to support the achievement of the Sustainable Development Goals in all countries, in particular developing countries
Target 17.17	17.17: Encourage and promote effective public, public-private and civil society partnerships, building on the experience and resourcing strategies of partnerships

SDG Indicators

Contribution to SDGs

	%Target_17.16	%Target_17.17	% Total
EOSG	40	60	100
UNOPS	40	60	100
Total Contribution to SDG by Target	40	60	100

Risks

Event Description	Category	Level	Likelihood	Impact	Mitigating Measures	Risk Owner
Delays in receiving funds to the Joint Programme may impact project implementation timelines	Financial	Medium	Possible	Major	Maintain close coordination with donors to ensure timely fund disbursement. Establish contingency plans to minimize delays in critical activities. Monitor fund flow regularly and escalate unresolved delays to UNOPS senior management and the Chair of the Joint Programme Steering Committee for intervention	Head of Futures Lab
Operational challenges in providing timely support services may impact project implementation timelines and efficiency	Operational	Medium	Possible	Moderate	To strengthen service delivery, the designated support team will work collaboratively with the project team to: <ul style="list-style-type: none"> Clearly define service scope and address any operational gaps. Ensure appropriate staffing and resources to meet demands. Develop SOPs to streamline workflows, clarify responsibilities, and set service levels. Monitor progress regularly and identify areas for improvement through quarterly reporting. Refine work processes utilizing the feedback from the project team. Escalate unresolved issues to UNOPS senior management and the Chair of the Joint Programme Steering Committee for guidance and resolution. 	UNOPS portfolio manager
There is a risk related to funds that are transferred outside the direct control of the Futures Lab and without clearly defined processes and requirements on selection, contracting and reporting this risk is further elevated	Financial; Operational; Regulatory	Low	Possible	Moderate	Enhance and document processes for transferring funds to the Futures Lab, ensuring clarity, consistency, and alignment with established guidelines. Facilitate coordination with donors, MPTF-O, the Steering Committee, and other stakeholders to align on expectations and streamline workflows. Conduct periodic reviews of fund management processes to identify opportunities for improvement and address any emerging challenges effectively.	Head of Futures Lab; UNOPS portfolio manager
Current funding levels support a low level of service offering to the UN system. As operations increase, more demand is generated particularly from partnering UN entities.	Financial; Operational	Medium	Possible	Moderate	Secondments from within the UN together with its immediate founding partners will mitigate this risk, both funded and un-funded Direct engagement with the Secretary-General and EOSG will ensure that the Futures Lab Global Hub continues to attract a range of partners and funding opportunities Positive relationships with donors will ensure access to other donors who will be encouraged to invest in the Global Hub.	Head of Futures Lab; Head of Steering Committee
There are currently no donors to the Global Hub. Diversification is needed from the offset to avoid donor risks	Financial; Organizational	Medium	Unlikely	Extreme	Multiple donors are currently being engaged on funding the Global Hub. There is also a strong support from UN leadership which is expected to solidify fundraising efforts.	Head of Futures Lab; With support from Steering Committee
UN system member states understand global risks ahead (such as climate change) but do not act in the appropriate ways. Products created are left at the research and understanding level and are not translated into plans for action & support to decision makers	Strategic	Medium	Possible	Major	Revisit how different understanding can lead to action. Revise activities and even goal as necessary.	Head of Futures Lab; Project leads

Some entities from the UN and Member States have a sufficient understanding but do not see the benefit of collaborating.	Organizational	Medium	Possible	Moderate	Ensure sufficient incentives exist for collaboration. Secondly, make sure that any products or outputs are clearly understood and are accessible in format, language, and framing.	Head of Futures Lab; Head of Steering Committee
While systems are willing to collaborate, they will not be willing to take collective action.	Organizational	Low	Possible	Moderate	Make sure to include an action focused perspective from the onset of activity inception. Revise activities and add/adjust others as needed.	Head of Futures Lab; Head of Steering Committee
Expectations around the role of the Futures Lab Global Hub are unclear leading to work overload and negative outcomes.	Organizational; Strategic	Medium	Possible	Moderate	Clearly articulate aim, goals, and desired outcomes to rest of the UN Futures Lab Network, and with leadership.	Head of Futures Lab; Head of Steering Committee
The UN is perceived as a less relevant partner and external entities may not wish to partner on actions for change.	Political; Strategic	High	Possible	Extreme	Engage systematically with clear goals and objectives, using regular feedback loops to guide engagement, and to demonstrate impact.	Head of Futures Lab; Head of Steering Committee; UNOPS
While the UN foresight community may initially want to work together, they may lose faith & trust in collaborating along the journey.	Organizational	High	Likely	Moderate	Centralize relationships building and partnership building throughout engagements. Build partnership & community targets and check in points.	Foresight Community Manager
There is confusion around other existing collaboration around foresight.	Organizational	Low	Possible	Moderate	Clearly articulate aim, goals, and desired outcomes to the foresight community within the UN with regular engagement within other, related fora.	Head of Futures Lab
The Futures Lab Global Hub fails to demonstrate its value to donors, partners, and other UN entities.	Operational; Organizational; Strategic	Medium	Possible	Major	Active engagement and co-creation with the relevant stakeholders to serve their needs and priorities.	Head of Futures Lab

Budget Allotment by UNSDG Categories (cumulative)

Budget Allotment by UNSDG Categories (cumulative)

Budget Lines (USD)	Description (optional)	EOSG	UNOPS	Total
1. Staff and other personnel	Matching the staffing overview provided in the narrative	-	\$ 1,554,000	\$ 1,554,000
2. Supplies, Commodities, Materials	Materials and commodities have already been invested in, in 2024, no further needed	-	-	-
3. Equipment, Vehicles, and Furniture, incl. Depreciation	Equipment has already been invested in, in 2024, no further needed	-	-	-
4. Contractual services	For maintenance and upkeep of essential mission critical infrastructure, including the website	-	\$ 18,000	\$ 18,000
5. Travel (for staff and other personnel and for Board Members)	Travel is for support to country operations, and to the work of UN entities not present in the immediate vicinity of current offices	-	\$ 60,000	\$ 60,000
6. Transfers and Grants to Counterparts		-	-	-
7. General Operating and other Direct Costs		-	\$ 122,700	\$ 122,700
Project Costs Sub Total		-	\$ 1,754,700	\$ 1,754,700
8. Indirect Support Costs	7% of Project Costs	-	\$ 122,829	\$ 122,829
Total		-	\$ 1,877,529	\$ 1,877,529

Allotment per Gender (GEWE)

	EOSG	UNOPS	Total \$
\$ Towards GEWE	-	-	-
% Towards GEWE			

Results Framework

Impact	Outcome	Output	Activities
Increased multilateral system resilience, foresight-driven global governance	Outcome #1 Provide capacity support to UN staff and partners to make foresight understood, accessible, and used	Create opportunities to understand, learn, and experience foresight	<ul style="list-style-type: none"> • Production of tools for the UN and partners • Management of Community of Practice • Management of expert roster • Management of training provider(s)
		Aggregate and map foresight activities, best practices, tools, and insights	<ul style="list-style-type: none"> • Updated Strategic Foresight Guide • Management of strategic foresight Knowledge Hub
	Outcome #2 Support decision makers to broaden framings and visioning for planning and action, contributing to the use of foresight in the UN's policy, programming, and project interventions for those it serves.	Deepen understanding of decision makers critical uncertainties	• Building frameworks for decision makers
		Deepen understanding of decision-making processes and programming	• Capacity building of decision makers
		Create knowledge and insights that support decision makers and programming	• Support to crisis situations
		Create research streams that anticipate future and emerging needs	<ul style="list-style-type: none"> • Provision of insights to the EC/DC Secretariat • Support to strategic planning of UN entities • Horizon scanning • Network Development • Analysis • Report production
	Outcome #3 Advocate for the use of strategic foresight, futures thinking, and specific outputs to support an enabling environment for the work of the UN Futures Lab and its partners	Create avenues to influence the direction and behaviours of external and internal stakeholders in support of the work of the Global Hub	• Internal advocacy for the UN System
			<ul style="list-style-type: none"> • External advocacy to civil society • External advocacy to Member States and government entities
	Outcome #4 Communicate effectively about the work of the UN Futures Lab and those it partners with both internally and externally	Create avenues to engage with diverse stakeholders on the work of the Global Hub	• Create and manage an external advisory board
			• Host events
			• Management of communication
			• Integration with UN2.0 portfolio
			• Management of external partnerships
			• Create cross-UN Entity Collaboration Mechanisms

Indicators and Targets

MEL Level Reference	Indicator	Means of Verification	Baseline (2024)	Target (2025)	Cycle	Responsible Party
Impact	Level of increase of multilateral system resilience and foresight-driven global governance	Longitudinal studies, stakeholder interviews	30	50	End of project	Futures Lab Team
Outcome #1	Effectiveness of capacity support provided	Policy reviews, case studies, evaluations	10	30	Bi-annual	Futures Lab Leadership
Output #1.1	Quality of opportunities to understand, learn, and experience foresight	Distribution metrics, participant surveys	15	30	Quarterly	Futures Lab Communication Team
Activity #1.1.1	Number of tools produced	Data from online platforms including the knowledge hub	30	40	Monthly/ Quarterly	Futures Lab Project Managers
Activity #1.1.2	Number of community of practice participants	Data from community of practice participation	2,250	3,000	Monthly/ Quarterly	Futures Lab Project Managers
Activity #1.1.3	Number of roster updates	Data from online platforms including the knowledge hub	1	2	Monthly/ Quarterly	Futures Lab Project Managers
Activity #1.1.4	Average training participant feedback	Training records Participant feedback, Data from training providers	75	80	Monthly/ Quarterly	Futures Lab Project Managers
Output #1.2	Effectiveness of foresight knowledge aggregation	Distribution metrics, participant surveys	4	4	Quarterly	Futures Lab Communication Team
Activity #1.2.1	Number of guides updated	Data from online platforms including the knowledge hub	1	5	Monthly/ Quarterly	Futures Lab Project Managers
Activity #1.2.2	Number of resources available in knowledge hub	Data from online platforms including the knowledge hub	100	200	Monthly/ Quarterly	Futures Lab Project Managers
Outcome #2	Effectiveness of policy makers decision support	Policy reviews, case studies, evaluations	10	20	Bi-annual	Futures Lab Leadership
Activity #2.1.1	Frameworks produced	Data from online platforms including the knowledge hub	20	30	Monthly/ Quarterly	Futures Lab Project Managers
Activity #2.1.3	Number of capacity building sessions	Data from advocacy efforts, including digital from online activities	20	25	Monthly/ Quarterly	Futures Lab Project Managers
Output #2.2	Relevance of knowledge and insights provided to policy makers	Distribution metrics, participant surveys	60	75	Quarterly	Futures Lab Communication Team
Activity #2.2.1	Number of situations supported	Events log	30	40	Monthly/ Quarterly	Futures Lab Project Managers
Output #2.3	Relevance of research provided	Distribution metrics, participant surveys	60	75	Quarterly	Futures Lab Communication Team
Activity #2.3.1	Number of briefings provided	Events log	30	35	Monthly/ Quarterly	Futures Lab Project Managers
Activity #2.3.2	Number of UN entities supported	Events log	30	35	Monthly/ Quarterly	Futures Lab Project Managers
Activity #2.3.3	Number of horizon scans published	Data from online platforms including the knowledge hub	3	15	Monthly/ Quarterly	Futures Lab Project Managers
Activity #2.3.4	Number of people reached	Data from advocacy efforts, including digital from online activities	2,500	2,750	Monthly/ Quarterly	Futures Lab Project Managers

Activity #2.3.5	Number of analyses performed	Data from advocacy efforts, including digital from online activities	20	35	Monthly/ Quarterly	Futures Lab Project Managers
Activity #2.3.6	Number of reports published on the knowledge hub	Data from online platforms including the knowledge hub	30	35	Monthly/ Quarterly	Futures Lab Project Managers
Outcome #3	Effectiveness of foresight advocacy	Policy reviews, case studies, evaluations	20	25	Bi-annual	Futures Lab Leadership
Activity #3.1.1	Number of UN colleagues reached	Data from advocacy efforts, including digital from online activities	2,500	2,750	Monthly/ Quarterly	Futures Lab Project Managers
Activity #3.1.2	Number of external stakeholders reached	Data from advocacy efforts, including digital from online activities	20	30	Monthly/ Quarterly	Futures Lab Project Managers
Activity #3.1.3	Number of Member States reached	Data from advocacy efforts, including digital from online activities	20	35	Monthly/ Quarterly	Futures Lab Project Managers
Outcome #4	Reach and effectiveness of Futures Lab communications	Policy reviews, case studies, evaluations	40	60	Bi-annual	Futures Lab Leadership
Activity #4.1.1	Number of external advisory board meetings	Event logs	0	2	Monthly/ Quarterly	Futures Lab Project Managers
Activity #4.1.2	Number of events hosted	Event logs	20	30	Monthly/ Quarterly	Futures Lab Project Managers
Activity #4.1.3	Relevant reach through communication channels	Data from online platforms including the knowledge hub	n/a	n/a	Monthly/ Quarterly	Futures Lab Project Managers
Activity #4.1.4	Number of resources shared with UN 2.0 portfolio	Data from online platforms including the knowledge hub	15	25	Monthly/ Quarterly	Futures Lab Project Managers
Activity #4.1.5	Number of strategic check-ins with relevant partners	Event logs	50	50	Monthly/ Quarterly	Futures Lab Project Managers
Activity #4.1.6	Number of cross-UN collaboration mechanisms created	Data from advocacy efforts, including digital from online activities	5	8	Monthly/ Quarterly	Futures Lab Project Managers

Work Plan

Outputs/Activities	Participating Organization	Time Frame (Quarter)	
		Start	End
Output: Create opportunities to understand, learn, and experience foresight			
Production of tools for the UN and partners	UNOPS	Q1 2025	Q4 2025
Management of Community of Practice	UNOPS	Q1 2025	Q4 2025
Management of expert roster	UNOPS	Q1 2025	Q4 2025
Management of training provider(s)	UNOPS	Q1 2025	Q4 2025
Output: Aggregate and map foresight activities, best practices, tools, and insights			
Updated Strategic Foresight Guide	UNOPS	Q2 2025	Q3 2025

Management of strategic foresight Knowledge Hub	UNOPS	Q1 2025	Q4 2025
Output: Deepen understanding of decision makers critical uncertainties			
Building frameworks for decision makers	UNOPS	Q1 2025	Q2 2025
Output: Create knowledge and insights that support decision makers and programming			
Capacity building of decision makers	UNOPS	Q1 2025	Q4 2025
Support to crisis situations	UNOPS	Q1 2025	Q4 2025
Output: Create research streams that anticipate future and emerging needs			
Provision of insights to the EC/DC Secretariat	UNOPS	Q1 2025	Q4 2025
Support to strategic planning of UN entities	UNOPS	Q1 2025	Q4 2025
Horizon scanning	UNOPS	Q1 2025	Q4 2025
Network Development	UNOPS	Q1 2025	Q4 2025
Analysis	UNOPS	Q1 2025	Q4 2025
Report production	UNOPS	Q1 2025	Q4 2025
Output: Create avenues to influence the direction and behaviours of external and internal stakeholders in support of the work of the Global Hub			
Internal advocacy for the UN System	UNOPS	Q1 2025	Q4 2025
External advocacy to civil society	UNOPS	Q3 2025	Q4 2025
External advocacy to Member States and government entities	UNOPS	Q3 2025	Q4 2025
Output: Create avenues to engage with diverse stakeholders on the work of the Global Hub			
Create and manage an external advisory board	UNOPS	Q3 2025	Q3 2025
Host events	UNOPS	Q1 2025	Q4 2025
Management of communication	UNOPS	Q1 2025	Q4 2025
Integration with UN2.0 portfolio	UNOPS	Q1 2025	Q4 2025
Management of external partnerships	UNOPS	Q1 2025	Q4 2025
Create cross-UN Entity Collaboration Mechanisms	UNOPS	Q1 2025	Q4 2025

Declaration of commitment and signatures

By signing this project document, all signatories commit to work together in a spirit of partnership to achieve the results identified in the results framework, work plan and budget.

Convening Agent

Name of Representative:

Ayaka Suzuki

Name of Organization:

Executive Office of the Secretary-General

Signature:

Date:

Participating UN Organizations

Name of Representative:

Ayaka Suzuki



Name of Organization:

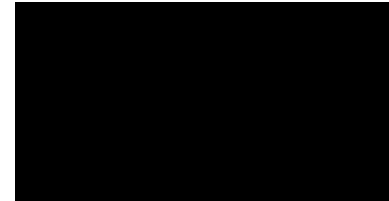
Executive Office of the Secretary-General

Date: 26 December 2024

Name of Representative:

Dionyssia Geka

Signature:



Name of Organization:

United Nations Office for Project Services

Date: